



NYSSFA

FACILITIES
ASSESSMENT
PROGRAM

Facilities Assessment Report

FOR

Skaneateles Central School District

45 East Elizabeth Street | Skaneateles, NY 13152

December 8-9, 2021

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Introduction and Overview



The Skaneateles Central School District retained the New York State School Facilities Association (SFA) to conduct a facilities assessment of the district's physical plant and facilities management operations with a concentration on operations and maintenance methods/procedures and facilities department staffing. SFA has conducted thirty-seven (37) such assessments over the past eighteen years to help school districts and BOCES find ways to strengthen their buildings and grounds function. A facilities assessment offers an opportunity for the School District/BOCES to take a closer look at itself by tapping into the expertise of senior school facilities managers. The resulting report is an action agenda for administrators and facilities managers to follow in addressing buildings, grounds, management and staffing issues.

The Skaneateles Central School District is a central district located in the Finger Lakes region of New York State. It serves approximately 1,260 students in three buildings: Waterman Primary School (grades K-2), State Street Intermediate School (grades 3-5), and Skaneateles Middle School (grades 6-8)/Skaneateles High School (grades 9-12). The District Office is located in a separate building on the school complex. The district also owns the Transportation Center located on Transportation Drive just outside of the Village of Skaneateles. The district covers approximately 67.2 square miles located in the towns of Marcellus, Niles, Owasco, Sennett, Skaneateles, and Spafford in Onondaga and Cayuga counties.



The Skaneateles Central School district is in the final stages of a comprehensive \$36.5 million capital project that has impacted Waterman Primary School, State Street Intermediate School, Skaneateles Middle/High School, and the Transportation Center. All work is projected to be completed during the summer of 2022. Additionally, the district is commencing a \$21.5 million capital project with work to be completed in all district buildings. While the footprints of the buildings did not change, renovations to the existing Middle School gymnasium and locker rooms will result in four additional bathrooms to be cleaned daily. Skaneateles district leaders identified an opportunity to review current

practices and department staffing levels as part of a culture of continuous improvement. The district has contacted SFA to request an assessment of its facilities by an outside team of experienced school facility professionals to review the current condition of buildings and provide recommendations for increased efficiency and effectiveness in the facilities operations. Additionally, the district has expressed concern over its inability to recruit and retain custodial workers and custodial substitutes and has requested that the SFA assessment team examine current pay rates as compared to other school districts in the region.

The SFA facilities assessment team made site visits to Waterman Primary School, State Street Intermediate School and Skaneateles Middle and High Schools and interviewed the Superintendent, School Business Official, Assistant Director of Facilities, Custodial Supervisor, Building Principals, and Athletic Director.

SFA Team and Methodology

SFA assembled a review team comprised of two highly experienced Directors of Facilities along with a veteran retired school district administrator now serving as an education consultant to conduct the Skaneateles Central SD facilities assessment. The team members listed below bring over 100 years of facilities management expertise to the assessment.

John Wisniewski, CDF – Facilities Assessment Team Leader
Director of Facilities III
Onondaga-Cortland-Madison BOCES

Keith Watkins, CDF
Director of Facilities III
City School District of New Rochelle

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Retired Assistant Superintendent for Administration, SDA/SBA
Onondaga-Cortland-Madison BOCES

The team assembled at the Skaneateles Central School District on December 8 and December 9, 2021 for on-site tours and interviews with staff and other stakeholders. The schedule that was followed is outlined below:

Wednesday, December 8, 2021

6:00 PM Interview with Assistant Director of Facilities

Thursday, December 9, 2021

8:00 AM	Interview with School Business Official
9:00 AM	Interview with Middle School Principal and High School Principal
9:45 AM	Interview with State Street Intermediate School Principal
10:30 AM	Interview with Waterman Primary School Principal
11:15 AM	Tour Waterman Primary School
12:00 PM	Tour State Street Intermediate School
12:30 PM	Lunch
1:30 PM	Interview with Athletic Director and Athletic Coordinator
2:15 PM	Interview with Custodial Supervisor
3:00 PM	Tour Middle School and High School
3:45 PM	Exit conference with Assistant Director of Facilities

Friday, January 7, 2022

1:00 PM	Interview with Superintendent of Schools and Exit Conference with Superintendent of Schools and School Business Official
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At the conclusion of interviews and site tours, the SFA team reviewed its findings and concurred on the observations and recommendations outlined in this report.

Buildings

The Skaneateles Central School District is comprised of three (3) student-occupied buildings. One building houses both the Skaneateles Middle School and the Skaneateles High School. The District Office is located on the same campus as the instructional buildings. The district also owns the Transportation Center. The total area to be maintained for all five buildings (three school buildings, District Office, Transportation Center) is approximately 520,000 square feet. With two exceptions, the custodial staff members are assigned to a day shift (6:30 a.m. – 3:00 p.m.) or an evening shift (3:00 p.m. – 11:00 p.m.). One custodial worker at the Middle/High School works a split shift from (10:30 a.m. – 7:00 p.m.) and one custodial worker (primarily assigned to kitchen responsibilities) works Monday – Friday from 9:00 a.m. – 3:30 p.m. and Saturday from 7:00 a.m. – 5:00 p.m.

The SFA assessment team visited all district buildings except the Transportation Center and noted that the buildings were generally very clean. Cleaning of the Middle/High School building is challenging due to the ongoing capital construction project. As a result, some restorative cleaning tasks have not been completed.



Waterman Primary School

The primary school building, located at 55 East Street, was built in 1964 with an addition in 2000 and is 64,404 square feet in size housing approximately 236 students in grades K-2. The building has one custodial worker assigned to the day shift. Duties include cleaning and removal of trash related to the serving of breakfast and lunch, sweeping hallways, periodic bathroom checks, program set-ups, spot cleaning as needed, and completion of staff requests.

There are two custodial workers assigned to the evening shift, one of whom is assigned to the District Office for approximately two hours per day. The principal stated that the building is generally clean but noted that there have been occasions where soap/sanitizer/paper towel dispensers have not been refilled during the evening cleaning process and speculates that this may be a result of lack of sufficient staff and/or substitutes. Concern was expressed about several internal and external speakers that are not currently functional. This presents a safety concern because not all staff and students are able to hear announcements in the event of an emergency. Maintenance staff and outside contractors have assessed the problem and are currently working to remedy the situation. Inconsistencies in heating were also noted.



State Street Intermediate School

The intermediate school building is located at 72 State Street and was built in 1952 with a classroom addition in 2000. The building has approximately 62,284 square feet and houses approximately 273 students in grades 3-5. The building has one custodial worker assigned to the day shift. Duties include maintaining hallways (sweeping, mopping), periodic bathroom checks, program set-ups, spot cleaning as needed, and completion of identified staff requests.

There are two custodial workers assigned to the evening shift. The principal stated the building is generally cleaned well but there have been complaints that classroom floors have occasionally not been cleaned. Bathroom fixtures are dated but generally clean. The principal noted that the custodial staff does good work but believes there should be more clearly defined duties and expectations. The principal also expressed frustration with the lack of coordination for the purchase of new building furniture and equipment and corresponding disposal of items being replaced. Lastly, the principal would like to see improvements on the grounds of the building because students are often outside for instructional projects and recess.



Skaneateles Middle / High Schools

While the Skaneateles Middle and High Schools are physically in one building, the entrances for the schools are separate resulting in different addresses. The Skaneateles Middle School is located at 35 East Street and the Skaneateles High School is located at 49 East Elizabeth Street. The original building was constructed in 1952 with three subsequent additions in 1964, 1986, and 2000. The Middle/High School building is 354,715 square feet serving nearly 300 students in grades 6-8 and approximately 460 students in grades 9-12. The custodial staff is assigned to specific school areas within the building.

The Middle School has one custodial worker assigned to the day shift. One additional custodial worker works a split shift (10:30 a.m. – 7:00 p.m.) and is shared with the High School during this time.

The High School has one custodial worker assigned to the day shift. One additional custodial worker works a split shift (10:30 a.m. – 7:00 p.m.) and is shared with the Middle School during this time.

Typical duties include responding to staff work requests, cafeteria clean-up, sweeping and mopping hallways, periodic bathroom checks, program set-ups, and spot cleaning as needed.

There are three custodial workers assigned to the evening shift at the Middle School. However, one of these custodial workers has responsibility for daily cleaning at the Transportation Center so the actual number of available custodial workers for the Middle School is approximately 2.6 FTE. Additionally, the custodial worker assigned to a split shift mentioned above is available for four hours of the evening shift but is also shared with the High School.

The High School has five custodial workers assigned to the evening shift. Additionally, the custodial worker assigned to a split shift mentioned above is available for four hours of the evening shift but is also shared with the Middle School. The evening shift staff members use a team cleaning method to complete cleaning duties.

The principals for the Middle School and High School noted that there is a lack of comprehensive facilities department oversight across the areas of custodial, maintenance, and grounds; these departments operate as “islands”. Both principals acknowledge that facilities department leaders are often pulled away from typical supervisory duties to assist with daily tasks due to department staffing challenges. The principals expressed concern about the lack of clarity in the facilities department duties assignments and chain of command. The building cleanliness at the time of the SFA team visit was acceptable but the principals stated that they believe the quality and thoroughness of the work has slipped in recent years due to the combined effect of custodial staffing challenges, capital project

construction, ambiguous expectations for custodial staff, and lack of ongoing training in cleaning procedures.

District Office

The District Office, located at 45 East Elizabeth Street, was built in 1954 with additions in 1968 and 2008 and is 8,551 square feet in size. The building has approximately .25 FTE custodial worker assigned to clean the building each evening. This assignment is covered by a custodial worker primarily located at Waterman Primary School. Duties include emptying trash, bathroom cleaning, vacuuming, and spot cleaning as needed.

Transportation Center

The Transportation Center, located at Transportation Drive, is approximately 28,000 square feet in size. However, a large part of that space is the maintenance work bays which do not require cleaning. One custodial worker, assigned to the evening shift, is shared between this building and the Middle School resulting in a total of approximately 0.4 FTE for Transportation Center responsibilities.

Grounds and Districtwide Maintenance

The district employs three groundskeepers and one grounds crew leader who are responsible for the maintenance of playing fields and contiguous spaces at all buildings, including the preparation of the athletic fields. One of the three groundskeepers has recently been assigned to more varied duties that include support for custodial, maintenance, and grounds depending on day-to-day needs. The groundskeepers are responsible for one turf field used for football, soccer, and lacrosse, two grass soccer/lacrosse fields, one baseball field with batting cage and permanent fence, one softball field with batting cage and portable fence, one half grass football/lacrosse practice field, and one track. Additionally, grounds department staff assists with the lining and preparation of two soccer, one baseball, and one softball fields that the district uses at the municipal park but is not responsible for mowing of these fields. During the winter season, the groundskeepers are responsible for snow and ice removal, maintenance on all equipment, moving of items between buildings as needed and garbage/recycling runs.

The district also employs three building maintenance mechanics who have districtwide responsibilities. The districtwide mechanics are utilized for jobs requiring a specific skill set such as repairs and maintenance of heating, ventilating, and air conditioning, plumbing, electrical systems, and energy management systems in all buildings. Every person with whom the assessment team met expressed a high level of satisfaction with the work of these three employees along with the desire to retain them well into the foreseeable future.

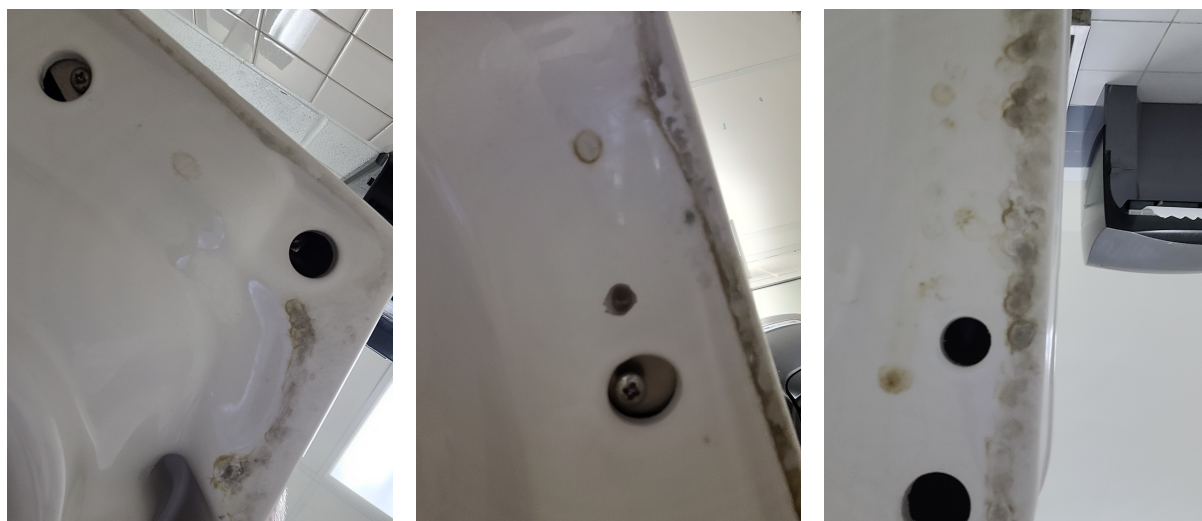
School Building Cleaning

The SFA team recognizes that as buildings age, floors, walls, ceilings and fixtures will begin to “look tired” even when they are fully and completely cleaned. The buildings were clean and orderly on the day of the assessment. It was noted in several buildings that some ‘outside’ over-the-counter and unlabeled cleaning products are being used by non-custodial staff. These products do not have the safety data sheets required for all products used in schools. While well-intended, the use of these outside products could put the safety of staff and students at risk.

Building custodial staff generally employ a team cleaning model which groups related cleaning tasks. Each member of the cleaning team is assigned a specialty area of responsibility such as light duty specialist (dusting, emptying trash, spot cleaning), vacuum specialist (vacuuming carpets, dust mopping other floors), and a restroom specialist (cleaning, sanitizing, and restocking bathroom supplies). COVID-19 protocols required some modifications to ensure staff were properly distanced while continuing to clean all areas. COVID-19 has also required an enhanced level of cleaning. Custodial staff is using additional products and equipment for cleaning and disinfecting all areas and increasing the frequency in which bathrooms and other high use areas are cleaned resulting in increased demands on custodial staff time.

Observations

1. There is one less custodial worker today than there was ten years ago. A reconfiguration of facilities department staffing positions also occurred in 2016-17.
2. \$36.5 million capital project was approved by district voters in November 2017. Construction is ongoing with targeted completion date of Summer 2022. While improvements were made in all district buildings, the majority of work was in the Skaneateles Middle/High School building.
3. All buildings have a good level of cleanliness at the time of the site assessment. Ongoing capital projects have delayed some restorative cleaning procedures.
4. All building administrators stated that the buildings are not as clean as in prior years. They were also quick to acknowledge the hard work of the current facilities department staff and attributed the cleaning concerns to additional COVID-19 protocols, ongoing capital construction, and lack of adequate staffing and substitutes. The photos below illustrate this. The undersides of bathroom sinks have not been cleaned.



5. In interviews with staff in every instructional building (High School, Middle School, State Street Intermediate, Waterman Primary), concern was expressed by both building administrators and facilities department staff about the lack of adequate custodial staffing to complete all cleaning daily tasks.
6. There is no active substitute list for any facilities department positions despite recruitment efforts.

7. The lack of custodial substitutes requires the custodial supervisor to perform daily cleaning duties resulting in diminished supervision of second shift custodial staff.
8. The lack of custodial workers and substitutes results in the Assistant Director of Facilities completing cleaning and other daily custodial tasks when necessary.
9. Stained ceiling tiles were observed in Waterman Primary and the Middle/High School.



10. The district utilizes a sound equipment replacement plan. As a result, the facilities department equipment is in good condition and allows for efficient utilization of staff.
11. The assessment team observed generally positive relationships between facilities department staff and building/administrative staff in all buildings.
12. An open ceiling tile was observed with no repair work in progress at the time of the site visit. This is a safety concern for staff and students.



13. An open electrical panel, faulty exterior door access controller, and an exterior door propped open were observed at Waterman Primary. All these items are safety issues for staff and students.



14. There is currently no formal annual evaluation process for facilities department staff.

15. District leaders noted a lack of proactive communication from facilities department on expectations for facilities department staff for cleaning procedures, duties assignments, work schedule, and building implications related to capital project work.

16. Maintenance staff members are viewed as very knowledgeable and responsive. All staff interviewed expressed the importance of retaining these employees. All maintenance staff members end their workday no later than 2:30 p.m.

17. The athletic director commented that, while the fields are always in good condition, communication from the groundskeepers is lacking.

18. Team cleaning methodology is utilized.

19. Damage to terrazzo and tile flooring was observed at State Street Intermediate and the Middle/High School.



20. A concern about inoperable speakers resulting in potential building safety issues was identified at Waterman Primary School. It is the understanding of the assessment team that the situation has been reviewed and facilities department staff/contractor are working to resolve the issue.

21. Several building leaders stated that there was a lack of communication about the status of work orders.

22. Over the counter and unlabeled cleaning products were observed in several classrooms.



Management of the Buildings Function

Given information shared during the interview process, it became apparent to the assessment team that management issues will need to be addressed if the facilities function is to meet district expectations for an effective and efficient operation. The district currently has an assistant director of facilities, but with the current staffing shortage, she is often forced into reactionary measures such as performing cleaning tasks. The district also has a custodial supervisor, but, like the assistant director, she is often required to perform cleaning duties as well. This takes them away from their supervisory roles and other expected duties. Building administrators have the perception that the divisions within the facilities department (custodial, maintenance, and grounds) operate in ‘silos’ rather than as one cohesive department.

The comments and recommendations in this report are not intended to criticize but rather to provide constructive suggestions for improvement. In our estimation, the facilities department staff is doing a good job and will continue to perform well as long as there is adequate staffing, clearly-defined performance expectations, sufficient professional development and consistent and persistent supervision of staff.

Department Changes

The assessment team reviewed the facilities department organizational structure from 2010-11 to present. The most significant department changes during this time period were a reduction in the number of custodial worker I positions, the elimination of the Director of Facilities position, the addition of a grounds department position, and the addition of an Assistant Director of Facilities position. It is the opinion of the assessment team that the absence of a Director of Facilities is adversely affecting the facilities department communication processes and coordination among its divisions frequently noted during district staff interviews.

Communication

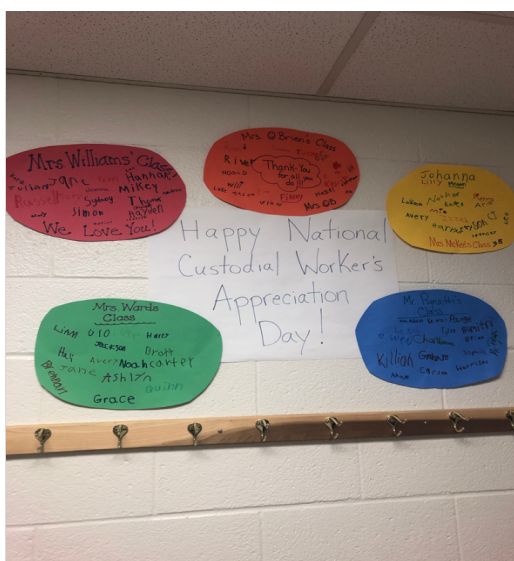
Effective communication is a key component of any successful organization. Building leaders consistently expressed frustration about the lack of communication from the facilities department. Examples such as uncertainty about summer work schedules in the building, lack of capital project status updates related to areas impacting building operations, uncertainty about follow up on employee discipline matters, and lack of information about COVID-19 cleaning procedures were cited. It is extremely difficult for the facilities department leaders to communicate consistently and proactively in a timely manner with building and district administrators when their office time is usurped by daily cleaning activities due to lack of adequate staffing. Recommendations related to department staffing found in this report should, if implemented, greatly improve the communication between the facilities department and building and district leaders.

Employee Accountability

Each employee in the facilities department must be accountable for the completion of his/her assigned duties. The cornerstone of this process is the definition of the duties and performance expectations with each employee in a one-on-one setting. This allows the employee to ask clarifying questions or seek guidance on procedures if needed. Once the expectations are outlined, the employee should be held accountable for the work. Annual performance reviews are an important part of this process. It provides an opportunity for the supervisor to provide feedback, praise accomplishments, and identify areas for improvement for the employee. Currently, facilities department staff do not receive annual performance evaluations.

Respect and Appreciation

Throughout the interviews with building and facilities department leaders, the assessment team consistently heard that the current custodial, maintenance, and grounds staff members were valued and appreciated but there is not enough of them. The necessary modifications to the cleaning procedures related to COVID-19 has exacerbated this problem but is not the sole cause. To ensure that facilities department employees understand how much they are valued, the district may want to consider exploring ways to recognize and commend the facilities department staff members for the contributions they make to education in the Skaneateles community. Something as simple as a district Facilities Recognition Day, similar to Teacher Recognition Day held in many districts, would provide an opportunity to acknowledge that every team member's work is important and necessary.



Professional Development for Facilities Department Staff

The SFA team believes that membership in the NYS School Facilities Association is vital to the success of any Director/Assistant Director of Facilities. There are many professional development opportunities available through the SFA and its sister educational arm, the School Facilities Management Institute (SFMI). Annual programs include the SFA Annual Conference, the School Facilities Managers' Leadership Academy and the Personnel Management Academy. The Annual Conference, held in September/October in Saratoga, is a multi-day event providing in-service on a variety of relevant topics as well as an opportunity to interface with and learn from colleagues and vendor representatives. The School Facilities Managers' Academy is typically held in December. The Academy provides a comprehensive two-day training opportunity in many facets of school facilities management.

SFMI offers many opportunities for professional development. Webinars on a variety of topics are offered throughout the year free to members. These webinars are designed to provide practical, quick tools and techniques to assist facility managers. More detailed descriptions of the educational services offered through SFA and SFMI can be found on the website at www.nyssfa.com.

The team highly recommends that the Director/Assistant Director of Facilities utilize the services of SFA and its local Chapter as a professional development resource. Through networking, training programs, on-line problem solving and socialization, the chapter provides the facilities director with a support network of peers, who are individuals with both extensive experience and specialized expertise. While it can be very difficult to break away from the daily district responsibilities, the rewards of chapter meeting attendance are great. The personal experience of the members of this assessment team has been that the time invested in SFA Chapter programs is paid back many times over through productivity improvements and rapid resolution of problems.

Additionally, the Director /Assistant Director of Facilities should encourage appropriate staff to improve their skills in their respective areas of expertise. As noted above, SFMI sponsors periodic webinars that can be viewed in the district during lunch hours. Vendor representatives can also be an excellent source for training opportunities for facilities department staff in all areas. They have specific expertise that can be provided to department staff at no cost and always welcome the opportunity to share this information.

Organization, Staffing Patterns and Shifts

Organization of the Facilities Department

It is important that a facilities department maintain a current organization chart as a means of establishing and maintaining a clear chain of command and as a tool for communicating those relationships to stakeholders. The assessment team's collective experience working in schools throughout the state is that the "ideal" chain of command for the Skaneateles School District would incorporate a Director of Facilities and a Custodial Supervisor. This management configuration was in place in the district prior to 2016-17. The responsibilities for a Director of Facilities are extensive and complex, often requiring (s)he to seemingly be in multiple places simultaneously. Custodial workers comprise the majority of facilities department employees. While maintenance and grounds tasks are completed during the day, most custodial cleaning duties are completed during the evening shift. The assessment team suggests that the custodial supervisor work a split shift (1:00 p.m. – 9:30 p.m.) to afford overlapping coverage with day and evening shifts. This would allow on-site supervision of both day shift and evening shift custodial workers in all buildings. All custodial employees would now be able to obtain immediate direction for issues as well as assistance for evening events. The assessment team also recommends an additional evening supervisory role (Custodial Worker II) as listed below in the staffing patterns section of the report.

The assessment team acknowledges the dedication and work of the current facilities department leaders but believes that a Director of Facilities would address several of the concerns raised by school building leaders. A Director should provide consistent coordination between all areas within the facilities department as well as a conduit for communication with building and district leaders. A Director of Facilities would have expertise in the various areas of responsibilities including knowledge of heating, ventilating & air conditioning, general maintenance repairs, cleaning practices and protocols, grounds maintenance (lawn, sports fields & snow removal), capital project construction as well as a finger on the pulse of the latest State Education Department Office of Facilities Planning requirements and guidance.

Staffing Patterns

The SFA facilities assessment team assessed staffing patterns by comparing Skaneateles School District staff to national guidelines developed by the Association of Physical Plant Administrators (APPA) and to staffing patterns in comparable or neighboring New York State school districts. In general, APPA suggests the following parameters: one custodial worker per 20,000 square feet, one maintenance mechanic per 100,000 square feet and one grounds worker per 50 acres.

The results of our review of Skaneateles staffing can be found in Appendix B. It shows the department is appropriately staffed in both the maintenance and grounds functions but understaffed in the custodial function.

To comply with APPA (formerly the Association of Physical Plant Administrators) Custodial Staffing Guidelines for Educational Facilities, Skaneateles needs twenty-one (21) custodial staff members, not including a custodial supervisor or Director of Facilities. This would provide for sufficient coverage for all district buildings including the transportation center and district office as well as the additional building spaces in the areas recently renovated in the capital project. The recommendation for custodial assignments follows.

Waterman Primary School:	1 st Shift – 1 FTE custodial worker I 2 nd Shift – 2.5 FTE custodial worker I (.5 FTE could be shared with State Street Intermediate)
State Street Intermediate School:	1 st Shift – 1 FTE custodial worker I 2 nd Shift – 2.5 FTE custodial worker I (.5 FTE could be shared with Waterman Primary)
Skaneateles Middle School:	1 st Shift – 1 FTE custodial worker I Split Shift 11:00 a.m. – 7:30 p.m. – 1 FTE custodial worker I (covers lunch and then assigned an area) 2 nd Shift – 3 FTE custodial worker I
Skaneateles High School:	1 st Shift – 2 FTE custodial worker I Split Shift 11:00 a.m. – 7:30 p.m. – 1 FTE custodial worker I (covers lunch and then assigned an area) 2 nd Shift – 4 FTE custodial worker I 1 FTE custodial worker II
District Office / Transportation:	2 nd Shift – 1 FTE custodial worker I

Should the district choose to implement this model, it would require the addition of three (3) custodial worker I positions, one (1) custodial worker II position, and the realignment of some existing custodial staff assignments. All spaces in all district buildings could be properly cleaned and disinfected daily maintaining the buildings at the high cleanliness levels expected by the district and community.

The recommended shift for the custodial supervisor is 1:00 p.m. – 9:30 p.m. to provide overlapping coverage with day and evening shift workers. This would provide an opportunity for the supervisor to visit all district buildings at some point during both shifts resulting in improved supervision of custodial workers on all shifts.

The Director of Facilities is a critical position in any school district providing coordination and leadership among all areas of facilities department work. The Director of Facilities is the key communicator with all building and district leaders for the facilities department and capital project work and should be a valued member of the district's leadership team. Additionally, the Director of Facilities is expected to provide guidance in the specialized trade areas and serve as the district conduit with the State Education Department Office of Facilities Planning.

Procedural Improvements

Department Policies and Procedures

Policies and procedures should be reviewed and updated on a regular basis to ensure they remain relevant, accurate, and appropriate. They are the guideposts for the daily work of employees. The Skaneateles facilities department policies and procedures should be reviewed and updated.

Recruitment and Retention of Facilities Department Staff

Skaneateles School District leaders stated that they have been unable to recruit and retain candidates for custodial positions despite repeated efforts. There is currently no active substitute list resulting in the reallocation of other department staff to complete daily cleaning tasks. This creates challenges for the facilities department that are detailed throughout the report. District leaders are concerned that the current pay rates for these positions are not competitive with neighboring districts. They, therefore, requested that the assessment team conduct an analysis of regional pay rates for facilities department position titles and substitute custodial workers. The results of that analysis are presented in Appendix C.

Conclusion

A facilities assessment report, like an audit, tends to be an “exception-based” document. This means that the team is predisposed to look for conditions, practices and procedures that are outside the norm. This approach generates a report that can help the school district develop an agenda for action that will improve the effectiveness and efficiency of the facilities department. The end result will be a better work environment for faculty and staff, a better educational environment for students and teachers, and a school campus that is a true community asset. Our feedback and recommendations are intended to be a constructive tool that will assist the district in moving forward.

In our visit to Skaneateles, we encountered many dedicated and talented people who are assets to the organization. They evidenced a commitment to students, the school and the community that serves the district well now and hopefully far into the future. We found these dedicated individuals in every department, including the facilities department. These facilities department employees are a vital part of any district and will play an important role in the district's future.

We wish to thank the Superintendent, Business Official, Assistant Director of Facilities and all the administrators and staff who took the time to meet with us. We appreciate your commitment to education and your desire to foster a climate of continuous improvement in all areas.

Respectfully Submitted,

John Wisniewski, CDF
Keith Watkins, CDF
Deborah Ayers

Appendix A: Recommendations

1. Hire additional custodial staff. Current custodial staff are not able to consistently clean and maintain the school buildings at the expected cleanliness level due to additional cleaning and disinfecting requirements and lack of adequate staffing. Consider a multi-year implementation of the recommendations included in this report if full implementation is not possible for 2022-23.
2. Develop a pool of custodial substitutes. The district has attempted to recruit substitute custodial workers with no success. The wage data presented in Appendix C would indicate that the district's substitute pay rate is competitive with most area school districts. Many districts are reporting success with alternate online recruitment tools such as Indeed.com. Another strategy that has been successful in some districts is to use existing employees as a 'tool' for recruitment. Focused, organized outreach to current employees outlining the need and asking for their assistance in sharing with their acquaintances who may have interest has been effective.
3. Improve communication from the Facilities Department to building and district leaders. When the building administrators are informed, they are better able to work with the building staff to understand and support the work of the Facilities Department. Proactive communication reduces confusion and misinformation.
4. Consider implementation of a "Cleaning for Health" model for daily evening shift cleaning duties. Cleaning for Health is a modified zone cleaning methodology. The current team cleaning model has served the district very well for many years but with the changes to school district cleaning practices brought about by the COVID-19 virus, many districts have found Cleaning for Health to be the most efficient way to safely complete necessary daily cleaning.
5. Develop a succession plan for the Facilities Department. As several members of the facilities department staff approach retirement, it is important to develop a plan to fill these key vacancies, provide training opportunities for the new employees, and retain the historical knowledge of the retiring employees.
6. Hire a Director of Facilities. A Director of Facilities is an important part of efficient and effective school district operations. They provide leadership and coordination for all areas within the Facilities Department. They are expected to understand and support the strategic plan of the district. They communicate frequently and proactively with facilities department staff and other district employees. They are the link between the district and the State Education Department Office of Facilities Planning. They are informed about innovations and best practices to enhance the work of the facilities department for the betterment of district facilities for staff, students, and the community.

7. Review and update district policies and procedures relating to the Facilities Department.
8. Consider implementation of an Equipment Acquisition Form. This form is completed by the requesting school administrator to detail a desired equipment purchase. The form is then forwarded to the Facilities Department for review prior to ordering. This allows the facilities department to assess mechanical needs (wiring, ventilation, etc.), coordinate receipt of new equipment and disposal of old equipment, and determine most efficient method of installation. The use of this form improves efficiency and eliminates installation delays.
9. Complete annual performance reviews for all facilities department staff. The review should clearly define expectations, review performance, and provide praise for excellence or direction for improvement. Disciplinary procedures should be followed so that staff not meeting performance expectations will be placed on a corrective path.

Appendix B: Staffing Analysis

NYSSFA FACILITIES ANALYSIS for CLEANER-CUSTODIANS 2021 Survey v. 2021-2022 Skaneateles CSD Staffing

District	SupvDist	Buildings	Area (SF)	FTC*	Avg SF/Bldg	FTC/Bldg	SF/FTC
Newfane	NCSD	4	356,600	16	89,150	4	22,288
Batavia	GCSD	5	544,475	27	108,895	5	20,166
Sweet Home	ECSD	8	815,000	44	101,875	6	18,523
Williamsville	ECSD	13	1,688,087	81	129,853	6	20,841
Fallsburg	SCSD	2	240,874	11	120,437	6	21,898
New Rochelle	WCSD	18	1,495,627	93	83,090	5	16,082
Totals		50	5,140,663	272	102,813	5	
Average SF/FTC for MCSD/ONCSD/NCSD:							18,899
If Skaneateles had average NC/SC/EC/GC/WCSD Staffing:							26
Jordan-Elbridge	CCSD	5	450,000	20	90,000	4	22,500
Liverpool	OCSD	20	1,518,000	51	75,900	3	29,765
North Syracuse	OCSD	18	1,378,768	72	76,598	4	19,150
Onondaga	OCSD	6	256,000	11	42,667	2	23,273
Skaneateles	OCSD	6	499,710	18	83,285	3	27,762
Totals		105	9,243,141	444	88,030	4	
Average SF/FTC of districts surveyed:							20,818

* FTC = Full-time equivalent cleaners, custodians and head custodians combined.

CCSD = Cayuga County Suburban School Districts

OCSD = Onondaga County School Districts

GCSD = Genesee County School Districts

WSD = Westchester School Districts

ECSD = Erie County School Districts

NCSD = Niagara County School Districts

SCSD = Sullivan County School Districts

By: J. A. Wisniewski

Date: 1/10/22

**NYSSFA FACILITIES ANALYSIS for GROUPS
2021 Survey v. 2021-2022 Skaneateles CSD Staffing**

District	SupvDist	Acres	Sites	FTG*	Avg Acres/Site	Sites/FTG	Acres/FTG
Newfane	NCSD	141	4	3	35	2	56
Batavia	GCSD	49	6	2	8	3	25
Sweet Home	ECSD	150	8	5	19	2	30
Williamsville	ECSD	328	13	14	25	1	23
Fallsburg	SCSD	104	2	2	52	1	52
New Rochelle	WCSD	106	8	7	13	1	15
Totals		878	41	33	21	1	
Average ACRES/FTG for MCSD/ONCSD/WCSD:							27
If Skaneateles had avg. NC/GC/WC/EC/SCSD staffing:							1.6
Jordan-Elbridge	CCSD	300	8	4	38	2	75
Liverpool	OCSD	398	10	6	40	2	66
North Syracuse	OCSD	390	18	8	22	2	49
Onondaga	OCSD	100	6	1	17	6	100
Skaneateles	OCSD	43	7	3	6	2	14
Totals		1231	49	22	25	2	
Average ACRES/FTG of districts surveyed:							56

* FTG = Full-time equivalent groundskeeper and grounds supervisor combined.

SCSD = Sullivan County Suburban School Districts

WCSD = Westchester County School Districts

OCSD = Onondaga County School Districts

GCSD = Genesee County School Districts

ECSD = Erie County School Districts

NCSD = Niagara County School Districts

CCSD = Cayuga County School Districts

By: J. A. Wisniewski

Date: 1/10/22

NYSSFA FACILITIES ANALYSIS for MECHANICS
2021 Survey v. 2021-2022 Skaneateles CSD Staffing

District	SupvDist	Buildings	Area (SF)	FTM*	FTM/Bldg	SF/FTM
Newfane	NCSD	4	356,600	3	0.6	142,640
Batavia	GCSD	5	544,475	5	1.0	108,895
Sweet Home	ECSD	8	815,000	7	0.9	116,429
Williamsville	ECSD	13	1,688,087	15	1.2	112,539
Fallsburg	SCSD	2	282,536	2	1.0	141,268
New Rochelle	WCSD	10	1,495,627	14	1.4	106,831
Totals		42	5,182,325	46	1.1	
Average SF/FTM for MC/ON/SDs:						113,897
If Skaneateles had average NC/OC/WC/EC/SCSD staffing:						4
Jordan-Elbridge	CCSD	5	450,000	2	0.4	225,000
Liverpool	OCSD	19	1,518,000	21	1.1	72,286
North Syracuse	OCSD	19	1,378,768	11	0.6	125,343
Onondaga	OCSD	6	256,000	2	0.3	128,000
Skaneateles	OCSD	6	499,710	3	0.5	166,570
Totals		97	4,102,478	39	0.4	
Average SF/FTM of districts surveyed:						105,192

* FTM = Full-time equivalent mechanic and mechanic supervisor combined.

GCSD = Genesee County Suburban School Districts

WCSD = Westchester County School Districts

OCSD = Onondaga County School Districts

CCSD = Cayuga County School Districts

NCSD = Niagara County School Districts

ECSD = Erie County School Districts

SCSD = Sullivan County School Districts

By: J. A. Wisniewski

Date: 1/10/22

Appendix C: Regional Facilities Department Wage Analysis

CUSTODIAL WORKER I HOURLY RATE		
District	2020-21	2021-22
Cato-Meridian	\$12.50	NA
Union Springs	\$12.50	NA
Cayuga BOCES	\$12.51	NA
Jordan-Elbridge	\$12.69	NA
Pulaski	\$13.06	\$13.45
Fabius-Pompey	\$13.25	\$13.25
Southern Cayuga	\$13.25	NA
Moravia	\$13.55	NA
Skaneateles	\$13.68	\$14.09
Weedsport	\$13.72	NA
West Genesee	\$14.00	\$14.42
Westhill	\$14.12	\$14.40
LaFayette	\$14.24	\$14.70
Solvay	\$14.33	\$14.76
OCM BOCES	\$14.43	\$14.79
Port Byron	\$15.01	NA
Lyncourt	\$15.44	\$15.44
Auburn	\$15.92	NA
Oswego City	\$15.98	\$16.46
Marcellus	\$16.10	\$16.58
Jamesville-Dewitt	\$16.55	\$17.11
Baldwinsville	\$16.98	\$17.49
East Syracuse Minoa	\$17.73	\$17.73
Onondaga	\$19.67	\$19.67
Liverpool	\$19.74	\$19.74
Phoenix	\$20.55	\$21.17
Central Square	\$20.95	\$21.70
North Syracuse	\$21.37	\$22.12
Mexico	\$21.50	\$22.15
Fayetteville-Manlius	\$22.61	\$23.29
NA = Not Available		

CUSTODIAL WORKER II HOURLY RATE		
<u>District</u>	<u>2020-21</u>	<u>2021-22</u>
LaFayette	\$14.44	\$14.91
OCM BOCES	\$15.72	\$16.11
Marcellus	\$16.68	\$17.18
Lyncourt	\$17.70	\$17.70
Jamesville-Dewitt	\$18.43	\$19.06
North Syracuse	\$22.96	\$23.76
Phoenix	\$24.56	\$25.30
Fayetteville-Manlius	\$24.81	\$25.55
Liverpool	\$27.73	\$27.73

GROUNDSKEEPER HOURLY RATE		
<u>District</u>	<u>2020-21</u>	<u>2021-22</u>
Altmar-Parish-Williamstown	\$12.50	\$12.50
Cayuga BOCES	\$12.50	NA
Cortland	\$12.50	\$12.88
Cato-Meridian	\$12.54	NA
Union Springs	\$12.75	NA
Fabius-Pompey	\$13.25	\$13.25
Weedsport	\$13.72	NA
Skaneateles	\$14.95	\$15.39
DeRuyter	\$15.21	\$15.70
Tully	\$16.41	\$16.90
Westhill	\$16.72	\$17.22
Auburn	\$16.73	NA
Southern Cayuga	\$16.76	NA
Moravia	\$16.85	NA
Oswego City	\$18.81	\$19.37
Cazenovia	\$18.94	\$18.94
Port Byron	\$18.95	NA
East Syracuse Minoa	\$19.63	\$19.63
Baldwinsville	\$20.17	\$20.78
Onondaga	\$20.72	\$20.72
Central Square	\$22.09	\$22.89
Mexico	\$22.17	\$22.84
Phoenix	\$25.30	\$26.06
Fayetteville-Manlius	\$26.46	\$27.25
NA = Not Available		

GROUNDS CREW LEADER HOURLY RATE		
<u>District</u>	<u>2020-21</u>	<u>2021-22</u>
Skaneateles	\$25.14	\$25.89
Baldwinsville	\$26.55	\$27.35
Fayetteville-Manlius	\$30.79	\$31.71
Liverpool	\$38.22	\$38.22

MAINTENANCE MECHANIC HOURLY RATE		
<u>District</u>	<u>2020-21</u>	<u>2021-22</u>
Cato-Meridian	\$12.54	NA
Pulaski	\$13.06	\$13.45
Altmar-Parish-Williamstown	\$13.29	\$13.29
Union Springs	\$14.34	NA
Cayuga BOCES	\$15.78	NA
Auburn	\$21.77	NA
Moravia	\$21.83	NA
LaFayette	\$22.22	\$22.94
Skaneateles	\$23.44	\$24.14
Port Byron	\$23.47	NA
OCM BOCES	\$23.53	\$24.12
Central Square	\$25.96	\$26.89
Phoenix	\$26.55	\$27.35
Mexico	\$29.99	\$30.89
North Syracuse	\$31.25	\$32.34
NA = Not Available		

CUSTODIAL SUPERVISOR HOURLY RATE		
<u>District</u>	<u>2020-21</u>	<u>2021-22</u>
Skaneateles	\$19.96	\$20.68
Phoenix	\$23.26	\$23.96
Altmar-Parish-Williamstown	\$29.08	\$29.08
Central Square	\$29.18	\$30.23
Fayetteville-Manlius	\$33.15	\$34.14
Liverpool	\$34.00	\$34.00
North Syracuse	\$39.81	\$41.20

CUSTODIAL SUBSTITUTE HOURLY RATES	
<u>District</u>	<u>2021-22*</u>
Altmar Parish Williamstown	\$13.20
Auburn	\$13.20
Chittenango	\$13.20
Cincinnatus	\$13.20
Cortland	\$13.20
DeRuyter	\$13.20
East Syracuse Minoa	\$13.20
Fabius-Pompey	\$13.20
Fayetteville-Manlius	\$13.20
Homer	\$13.20
Jamesville-Dewitt	\$13.20
Jordan-Elbridge	\$13.20
McGraw	\$13.20
Mexico	\$13.20
OCM BOCES	\$13.20
Phoenix	\$13.20
Port Byron	\$13.20
Pulaski	\$13.20
Skaneateles	\$13.20
Solvay	\$13.20
Tully	\$13.20
Weedsport	\$13.20
West Genesee	\$13.20
LaFayette	\$13.24
Baldwinsville	\$13.30
Marcellus	\$13.70
Central Square	\$13.75
Moravia	\$13.75
Liverpool	\$14.36
Westhill	\$14.40
Lyncourt	\$15.44
North Syracuse	\$16.00
Onondaga	\$16.00
* \$13.20 = Minimum Wage effective 1/1/2022	